## Southwest Idaho Fire Service Organization Red Card/ Training Documentation

#### FFT2 Job Aid

✓ Still being developed. Once developed it will be required. In the mean time follow the Skills Crosswalk training requirements developed by US Fire Administration.

#### FFT1 Position Task Book (PTB)

- ✓ PTB is initiated by the Fire Chief or their designee.
- ✓ Final Evaluator Evaluator on final assignment where final tasks are completed. (Refer to Page 26 of PMS310-1; See **Attachment 1**)
- ✓ Agency Certification Block: Certifying Official Fire Chief or their designee.

#### **ENGB Position Task Book (PTB)**

- ✓ PTB is initiated by the Fire Chief or their designee.
- ✓ Final Evaluator Evaluator on final assignment where final tasks are completed. (Refer to Page 26 of PMS310-1; See **Attachment 1**)
- ✓ Upon completion of ENGB Task Book submit the following to the IDL Training Coordinator: 1) completed ENGB task book, 2) copies of the front cover, inside cover and evaluations from <u>certified</u> FFT1 task book, 3) copies of all <u>wildland</u> training certificates/completion memos, 4) copies of other applicable evaluations, and 5) If necessary to supplement; a letter from the Fire Chief describing experience, training, and years in each position.
- ✓ Agency Certification Block: This must be completed by the Idaho Department of Lands Fire Bureau. PLEASE DO NOT WRITE IN THIS BLOCK.
- ✓ Once certified the original task book will be returned to the FSO for their permanent records.

#### **STEN Position Task Book (PTB)**

- ✓ PTB is initiated by the Fire Chief or their designee.
- ✓ At the time the PTB is initiated a copy of the cover page must be sent to IDL Training Coordinator in order for STEN(t) to be added to red card.
- ✓ Final Evaluator Evaluator on final assignment where final tasks are completed. (Refer to Page 26 of PMS310-1; See **Attachment 1**)
- ✓ Upon completion of STEN Task Book submit the following to the IDL Training Coordinator: 1) completed STEN task book, 2) copies of training certificates or

- completion memos not previously submitted, and 3) copies of all wildland fire experience evaluations not previously submitted.
- ✓ Agency Certification Block: This must be completed by the Idaho Department of Lands Fire Bureau. PLEASE DO NOT WRITE IN THIS BLOCK.

#### **Red Cards**

- ✓ FFT2 & FFT1 are issued by the Fire Chief.
- ✓ ENGB Trainee can be added by the Fire Chief once PTB is initiated.
- ✓ ENGB Qualified must be issued by IDL [once qualified at this level all future red carding must be done by IDL].
- ✓ STEN Trainee must be issued by IDL when the PTB is initiated.
- ✓ STEN Qualified must be issued by IDL.
- ✓ Save all red cards. These are valuable if ever questioned about assignments. The individual should document the assignments obtained on the bottom portion of the individual's red card.
- ✓ To maintain qualification currency, assignment evaluations must be submitted to IDL Training Coordinator upon return from assignment.
  - Please ensure that the CORRECT evaluation forms are used and that they are CORRECTLY filled out, or they will NOT be entered into the IQS system. Individual Performance Rating, ICS Form #225 (prefilled). It can be found at <a href="http://www.nwcg.gov/pms/forms/ics225.pdf">http://www.nwcg.gov/pms/forms/ics225.pdf</a>. (See Attachment 2)
- ✓ Red cards are not issued without proof of annual refresher and work capacity test.
- ✓ Red Cards can be printed on white card stock.

#### Use of IDL's version of the PMS310-1

✓ IDL version of the PMS310-1 is the version to be used by FSO's. IDL is more conservative in its implementation of this publication. A copy of the IDL version is available on our public website at <a href="http://www.idl.idaho.gov/">http://www.idl.idaho.gov/</a>. From this link it is the first document under "handbooks/rules/manuals/videos section in the left hand column.

Direct link to the document:

http://www.idl.idaho.gov/bureau/FireMgt/pms\_310-1\_may2008/PMS\_310-1\_May\_2008\_FINAL.pdf

#### Final Evaluator – Statement from PMS310-1

✓ "While Evaluators must be either qualified (meaning qualified with currency) in the position being evaluated or supervise the Trainee, a <u>Final Evaluator must</u> <u>be qualified in the Trainee position they are evaluating</u>.

Only the Evaluator on the final position performance assignment (the assignment in which all remaining tasks have been evaluated and initialed) will complete the Final Evaluator's Verification statement inside the front cover of the PTB recommending certification."

#### **Training Records**

#### ✓ KEEP ALL ORIGINALS

- ✓ Make sure you are keeping accurate, organized training records
- ✓ Fire Chief/Training Officer: Keeping a record of individual assignments to include Fire Name, Fire Number, Dates on assignment, and Position.
- ✓ In the event of an audit orderly records must be kept. Audits may occur in the event of an injury, death or questions as to one's qualifications.
- ✓ Refresher RT-130 must be completed annually. If you are already receiving your red cards from IDL an annual training completion memo (RT130) must be completed by April 30. Red cards cannot be issued until that roster is received at the IDL Fire Bureau. (See sample, Attachment 3). The completion memo should be mailed to IDL Training Coordinator (CDA) with a copy sent to the IDL Southwest Training Officer.

#### **Work Capacity Test and documentation**

✓ Be sure to document each individual's Work Capacity Test result on a completion memo (See sample, **Attachment 4**). This memo must be submitted to IDL Training Coordinator by April 30.

#### Other

- ✓ Attachments 5, 6, 7 & 8 are samples of documents, forms and policy used for IDL personnel.
- ✓ Pink Book revised annually and available on IDL Home Page.
- ✓ Red Card Template available for FSO red cards.

If you have questions please contact Matt Hicks Training Officer at 208-334-3488 or email <a href="mailto:mhicks@idl.idaho.gov">mhicks@idl.idaho.gov</a>.

Taken directly from PMS310-1

#### **Final Evaluator**

"While Evaluators must be either qualified (meaning qualified with currency) in the position being evaluated or supervise the Trainee, a Final Evaluator must be qualified in the Trainee position they are evaluating.

Only the Evaluator on the final position performance assignment (the assignment in which all remaining tasks have been evaluated and initialed) will complete the Final Evaluator's Verification statement inside the front cover of the PTB recommending certification."

INCIDENT PERSONNEL PERFORMANCE RATING	INSTRUCTIONS: The immediate job supervisor will prepare this form for each subordinate. It will be delivered to the planning section before the rater leaves the fire. Rating will be reviewed with employee who will sign at the bottom.																	
THIS RATING IS TO BE USED ONLY FOR DETERMINING AN INDIVIDUAL'S PERFORMANCE																		
1. Name						2. Fire Name and Number												
3. Home Unit (address)		4. Location of Fire (address)																
5. Fire Position 6. Date of Assignment From: To:				7. Acres Burned						8. Fuel Type(s)								
	Eve	aluation																
Section  Enter X under appropriate rating number and under proper heading for each category listed. Definition for each rating number follows:																		
O - Deficient. Does not meet minimum requirements of the individual element.  DEFICIENCIES MUST BE IDENTIFIED IN REMARKS.  1 - Needs to improve. Meets some or most of the requirements of the individual element.  IDENTIFY IMPROVEMENT NEEDED IN REMARKS.  2 - Satisfactory. Employee meets all requirements of the individual element.  3 Superior. Employee consistently exceeds the performance requirements.																		
Rating Factors				Hot Line				Мор-Ир			Camp			Other spe				
Knowledge of the job			0	_1_	2	3	0	1	2	3	0	1	2	3	0	1	2	3
Ability to obtain performance			$\vdash$								$\vdash$							
Attitude			┢								$\vdash$							
Decisions under stress			$\vdash$								$\vdash$							
Initiative											$\vdash$							
Consideration for personnel welfare																		
Obtain necessary equipment and supplies		$\vdash$								$\vdash$								
Physical ability for the job																		
Safety		T																
Other (specify)		T																
10. Remarks  11. Employee (signature) This rating has been discussed with me  12. Date																		
13. Rated By (signature)	15. F	5. Position of Fire									16. Date							

ICS 225 NFES 1576

(Fire Dept/Dist Letter Head) Funny Farm Rural Fire District 3232 Going Crazy Lane Smithville, ID 0000

#### **MEMORANDUM**

DATE: April 20, 2009

TO: Katie Hitchcock

Fire Training Coordinator

FROM: Joe Smith

Fire Chief

SUBJECT: Annual Fire Refresher Training

The following Smith Rural Fire District personnel completed the 2009 Fire Refresher class on April 18, 2009. The class was held from 10 a.m. to 3:30 p.m. at the fire station.

John Jones Jane Doe Slim Jim

Instructor: Red Smith

If you have any questions, feel free to give me a call at 000-000-0000.

Sincerely,

Joe Smith Fire Chief

C Wendy Walter, IDL, South Central

(Fire Dept/Dist Letter Head) Funny Farm Rural Fire District 3232 Going Crazy Lane Smithville, ID 0000

#### **MEMORANDUM**

DATE: April 20, 2009

TO: Katie Hitchcock

Fire Training Coordinator

FROM: Joe Smith

Fire Chief

SUBJECT: Work Capacity Test Results

The following Smith Rural Fire District personnel passed the pack test on April 24, 2008. Location of testing: Smith Valley High School track

Personnel – Red Carded by IDL John Jones - Arduous Jane Doe - Arduous

Slim Jim - Arduous

Test administrator/s: Red Smith, Billy Jones

First Responder: EMTB- Sue Smith

If you have any questions, feel free to give me a call.

Sincerely,

Joe Smith Fire Chief

C Wendy Walter, IDL, South Central

10/0 1/02

### PAR - Q & YOU

(A Questionnaire for People Aged 15 to 69)

Regular physical activity is fun and healthy, and increasingly more people are starting to become more active every day. Being more active is very sale for most people. However, some people should check with their doctor before they start becoming much more physically active.

If you are planning to become much more physically active than you are now, start by answering the seven questions in the box below. If you are between the ages of 15 and 69, the PAR-Q will tell you if you should check with your doctor before you start. If you are over 69 years of age, and you are not used to being very active, check with your doctor.

Common sense is your best guide when you answer these questions. Please read the questions carefully and answer each one honestly: check YES or NO.

YES	NO									
		1.	Has your doctor ever said that you have a heart condition <u>and</u> that you should only do physical activity recommended by a doctor?							
		2.	Do you feel pain in your chest when you do physical activity?							
		3.	In the past month, have you had chest pain when you were not doing physical activity?							
		4.	Do you lose your balance because of dizziness or do you ever lose consciousness?							
		5.	Do you have a bone or joint problem that could be made worse by a change in your physical activity?							
		6.	is your doctor currently prescribing drugs (for example, water pills) for your blood pressure or heart condition?							
		7.	Do you know of any other reason why you should not do physical activity?							
If you ansv	wer	ed	Talk with your doctor by phone or in person BEFORE you start becoming much more physically active or BEFORE you have a fitness appraisal. Tell your doctor about the PAR-Q and which questions you answered YES.  You may be able to do any activity you want — as long as you start slowly and build up gradually. Or, you may need to restrict your activities to those which are safe for you. Talk with your doctor about the kinds of activities you wish to participate in and follow his/her advice.  Find out which community programs are safe and helpful for you.							
sure that  state up  tak you act	it you d in become gradua se part is ur basis tively.	NO h an; ming o ity. T n a fitre	DELAY BECOMING MUCH MORE ACTIVE:  if you are not feeling well because of a temporary illness such as a cold or a fever — wait until you feel better; or  if you are or may be pregnant — talk to your doctor before you start becoming more active.  Please note: If your health changes so that you then answer YES to say of the above questions, tell your times or health professions.  Ask whether you should change your physical activity plan.							
informed i if in doubt	ise of th after co	e PAR	The Canadian Society for Exercise Physiology, Health Canada, and their agents assume no liability for persons who undertake physical activity, a gibts questionnaire, consult your doctor prior to physical activity.  You are encouraged to copy the PAR-Q but only if you use the entire form							
NOTE: If the PAR-Q is being given to a person before he or she participates in a physical activity program or a fitness appraisal, this section may be used for legal or administrative purposes.  1 have read, understood and completed this questionnaire. Any questions I had were answered to my full satisfaction.										
NAME _										
SIGNATU	JRE :		OATE							
	IGNATURE OF PARENT WITNESS									

Supported by: Health Santé Canada Canada

D Canadian Society for Exercise Physiology Societe canadienne de physiologie de l'exercice

#### INFORMED CONSENT

**Pack Test:** intended for those involved in arduous duties (defined as requiring a max VO2 of 45, lifting more than 50 pounds and occasional demand for extraordinarily strenuous activities). The 3-mile test with a 45-pound pack in 45 minutes is strenuous, but no more so than the duties of wildland firefighting.

#### Risks:

- There is a slight risk of injury (blisters, sore legs, sprained ankle) for those who
  have not practiced the test. If you have been inactive and have not practiced or
  trained for the test, you should engage in several weeks of specific training
  before you take the test. Be certain to warm up and stretch before taking the
  test, and to cool down after the test. The risk of more serious consequences
  (e.g., respiratory or heart problems) is diminished by completing the PAR-Q &
  You Questionnaire.
- If you cannot answer NO to all the questions in the PAR-Q & You Questionnaire, or if you are over 40 years of age and unaccustomed to vigorous exercise, you should contact your physician, by phone or in person, before you take the test. Your physician might want to see PAR-Q & You, and information about the test of job demands.
- 1. I have read the information on this form and understand the purpose, instructions, and risks of the job-related work capacity test.
- 2. I have read, understood, and truthfully answered the PAR-Q & You Questionnaire.
- 3. I believe I have the ability to complete the test and carry out the assigned duties of the position (e.g., wildland firefighter).
- 4. I assume responsibility and release the State of Idaho from liability for injuries sustained in testing that result from any physical or mental disorders (Reference EEOC #915.002, 5/19/94).

# Signature\_\_\_\_\_\_ Date\_\_\_\_\_ Print Name\_\_\_\_\_\_ Witness\_\_\_\_\_\_

#### **DATA COLLECTION**

This form is to be used as a tool for recording data when administering the Pack Test, or other field exercises. This form will be kept with the employee's medical and physical fitness test records, and will be maintained in the individual's personnel records.

Date:				Site:				
Conditions:	(circle all tha	t apply)						
Sunny Rainy Hum		Humid		Other				
Cloudy	Win	dy	Dry	Temperature				
Test Admin	istrator:							
		E	mploy	ree Information				
Name:								
Age:		M/F		Weight:				
Pack Test S	Score:		<u>-</u>					
Field Test Score:								
Walk Test S	Score:		-					
Other Score	es:			_				
Comments	:							

ATTACHMENT 8
STATE OF IDAHO
DEPARTMENT OF LANDS
FIRE MANAGEMENT HANDBOOK January 1, 2007
FIRE MANAGEMENT 844
WORK CAPACITY TESTING
REFERENCE:

- 1. FMH 824, Fire Assignments
- 2. FMH 843, Fire Training Plan

#### INTRODUCTION:

One of the primary responsibilities of the Idaho Department of Lands is to protect forest and range lands from fire. This activity takes precedence over all other duties. It is, therefore, important that employees become qualified and participate in fire suppression activities. All department permanent and temporary employees will be expected to achieve and maintain the necessary physical fitness level for the wildland fire position they fill. Tests have been developed for incident qualification positions based on expected physical activity for that position. They are as follows: Arduous (Pack Test), Moderate (Field Test) and Light (Walk Test). **PROCEDURES:** 

Tests for employees will be administered by qualified test administrators who are approved by the Bureau of Fire Management. A trained First Responder must be on-site during the Work Capacity Test. Tests should be administered prior to April 30 each year.

Temporary employees will be administered the physical fitness test during the first week of employment by the hiring office.

The PAR-Q & You Questionnaire, Attachment 1, and Informed Consent, Attachment 2, will be completed by all employees.

Physical fitness testing will be administered as per the guidelines outlined in this document. Follow-up testing should be conducted to provide individuals with an assessment for further physical conditioning to meet the requirements for their particular fire function as needed. FIRE MANAGEMENT HANDBOOK 844 1/1/2007 2

All physical fitness tests or medical records relating to an individual's medical history, or fitness ability, will be maintained in the individual's other personnel records.

PACK TEST – ARDUOUS Instructions – The Pack Test is a 3-mile hike with a 45-lb. pack over level terrain. Field studies show that performance on the Pack Test is significantly related to performance of firefighting tasks, including line construction with hand tools. Studies conducted at the University of Montana Human Performance Laboratory indicate that the energy cost of the test is similar to the cost of firefighting tasks. A score of 45 minutes on the Pack Test approximates a Step Test Score of 45 (ml/kg-min). Because of its length, the Pack Test is an excellent indicator of sustained work capacity. Scores on a flat course are highly related to performance on a hilly course, and performance on the Pack Test is significantly related to muscular fitness, including measures of upper and lower body strength. The Pack Test is jobrelated, safe, inexpensive, and easy to administer. It is a valid, reliable, and objective measure of work capacity that does not adversely impact workers on the basis of gender, ethnicity, age,

height, or weight. **FIELD TEST – MODERATE** Instructions – The Field Test is a 2-mile hike with a 25-lb. pack over level terrain. A score of 30 minutes or less is required to pass. It is a job-related test of work capacity designed for those with moderately strenuous duties, including considerable walking over irregular ground, standing for long periods, lifting 25-50lbs, climbing, bending, stooping, squatting, twisting and reaching. **WALK TEST – LIGHT** Instructions – The Walk Test is a 1 mile test with no load. A score of 16 minutes or less is required to pass. The walk test is designed to determine the ability to carry out light duties, which typically include office-type work with occasional field activity characterized by light exertion.

#### **COURSE**

The course must be essentially level and have a firm, relatively smooth walking surface. Course length (1, 2 or 3 miles) must be accurate: double-check measurements. Use a measuring wheel or calibrated bicycle computer. Vehicle odometers are not sufficiently accurate. Loop or out-and-back courses are preferable. Avoid one-way courses where unfavorable conditions (wind, grade) are not offset. A moderate grade (2-3 percent) is acceptable if the course starts and finishes at the same place. Have lap counters available for multi-loop courses. Use course monitors when needed. Candidates must be informed of the course layout (use a map or sketch of the course). Use distance markers (e.g., at .5, 1 or 1.5 miles) to aid candidates. Use hazard and traffic markers as needed. FIRE MANAGEMENT HANDBOOK 844 1/1/2007 3

#### **EQUIPMENT**

Packs: The 5-gallon backpack pump water bag used in test development is recommended: The number required will depend on the number of candidates to be tested simultaneously. If other packs are used the test administrator must ensure the correct weight (25 or 45 lbs). Pack Liners: Have a least one extra liner for each pack. Canteens: Use up to two in pack pocket to obtain proper weight (25 or 45 +/- ½ lbs). Safety Vests/Route Markers: As needed. Distance Markers: Use mile and mid-point markers so candidates can maintain proper pace. Stop Watches: Utilize two watches to provide back-up timing. Vehicle: Bicycle or other vehicle to monitor candidates on the course. Radios: As needed for monitoring and safety. Scale: An accurate hanging style spring scale is recommended for weighing packs. Forms: Complete PAR-Q & You Questionnaire, Attachment 1, and Informed Consent, Attachment 2. The Data Collection form, Attachment 3, should include: site, date, conditions, test administrator, and columns for name, gender, age, height, weight, Pack Test and other scores – step test, 1.5 mile run, etc.

#### **TEST ADMINISTRATION**

One person can administer the test when:

The administrator is a trained First Responder (American Red Cross) or equivalent.

The timer can monitor the course.

The safety/medical evacuation plan can be executed.

Five or fewer people are being tested at one time.

Candidate safety and compliance with test requirements can be assured.

For larger groups or when course monitoring is difficult, a 2 to 3-person team should be used. FIRE MANAGEMENT HANDBOOK 844 1/1/2007 4

#### **TESTING TIPS**

Fill packs the night before to check for leaks (use plumber's Teflon tape to stop leaks in threaded fitting).

Weigh bags before test. Check weight after the test if necessary. Note: Bags are used without trombone pumps.

Group or staggered starts can be used. Many candidates will benefit from the support provided by a group start.

#### **ENVIRONMENT**

Administer the test in moderate environmental conditions; do not test **new recruits** when the temperature is high or when the temperature and humidity combine to create high-heat stress conditions (see Heat Stress Chart, Attachment 4); if necessary, test early in the day to avoid high temperature and humidity conditions; avoid high winds that may affect performance. Hydration: If the weather is hot, encourage candidates to drink fluids prior to the test, and provide fluid replacement mid-way in the course. Candidates may carry a water bottle, but the extra weight will not be counted as part of the pack weight. Altitude: Use the chart below to adjust for tests administered at elevations above 4,000 feet:

**Altitude Corrections for Work Capacity Tests**\* Altitude Pack Test Field Test Walk Test 8-9,000 ft 90 sec 60 sec 30 sec 7-8,000 75 50 25 6-7,000 60 40 20 5-6,000 45 30 15 4-5,000 30 20 10

\* Add correction to required test time: e.g., Pack Test at 6-7,000 ft, add 60 seconds to test standard (45 min) for an altitude adjusted standard of 46 min. The altitude adjustment assumes that the candidate has had an opportunity to acclimate to the altitude of the test site. If a candidate does not meet the required standard, even with the adjustment, he or she should be encouraged to train at the altitude and retake the test.

#### **INSTRUCTIONS FOR CANDIDATES**

In advance of test, distribute confidential PAR-Q & You Questionnaire so candidates can decide if they should seek medical advice before taking the test. Have candidates read and sign an Informed Consent form. FIRE MANAGEMENT HANDBOOK 844 1/1/2007 5

Clothing: Candidates may select the clothing worn during the test. Shorts and T-shirts are acceptable. Footwear that provides ankle height support, such as hiking boots or ankle height sport shoes, is **required** for the Pack and Field tests, and recommended for the walk test. Safety: Brief candidates on the test, the course, safety considerations, and accommodations. Tell candidates to terminate the test if they experience major physical problems or discomfort, or feel the need to terminate for any reason. Pace: Demonstrate to candidates how they should hike (power walk) the course as fast as possible without jogging. The heel of one foot must make contact before the opposite toe leaves the ground. Jogging or running will invalidate the test and require a retest. Accommodations: Candidates may use gloves or other padding to make the pack more comfortable. A candidate-provided walking staff may be used during the test.

#### **ESSENTIALS OF GOOD TESTING**

An accurately measured flat course with good surface.

Proper weight packs. Use the specified water bags and verify pack weight with a calibrated scale. If alternative packs are used, encourage candidates to adjust them properly.

Duplicate and accurate timing. Give candidates split times along the course (e.g., at one mile or the mid point – 1.5 mile for the Pack Test).

Candidates should be rested and well informed about the course and the need to maintain a fast pace.

Favorable environmental conditions. Avoid adverse conditions.

Complete the PAR-Q & You Questionnaire and sign an Informed Consent form.

#### **SAFETY**

A locally developed safety/medical evacuation plan must be prepared for the course. Test administrator(s) must be familiar with the safety plan. A trained and qualified First Responder (American Red Cross or equivalent) who knows the symptoms of physical distress and appropriate first aid procedures must be on site during the test. Avoid use of roads and intersections where traffic is a problem or concern. When using roads, use traffic control devices and traffic controllers in high visibility vests as needed. Encourage candidates to stretch and warm up prior to the test. Do not test tired or injured individuals, or test during conditions that could compromise health or safety. FIRE MANAGEMENT HANDBOOK 844 1/1/2007 6

Monitor candidates to identify those having difficulties and encourage them to terminate the test if necessary. Encourage fluid intake and replacement and provide fluids en-route when heat-stress conditions (temperature/humidity) exist. At the mid-point, terminate those who are substantially behind the required pace (22.5 minutes for 1.5 miles) and/or are having difficulty maintaining the pace. Candidates cannot jog or run to make up time. Encourage a cool down with an easy walk after the test. Monitor the recovery of candidates who appear exhausted or distressed. Recommend several weeks of training before retaking the test.

**TRAINING FOR THE PACK TEST** Begin at least four to six weeks before you report for duty. Train by hiking or power walking, using the ankle height footwear you will use in the test. Hike a 3-mile flat course without a pack. When you can cover the course in less than 45 minutes:

Add a pack with about 25 pounds to your training hikes.

Increase the pack weight until you can hike 3 miles in 45 minutes with a 45-pound pack. Also:

- ❖ Hike hills (with pack) to build leg strength and endurance.
- Jog the flat course (without pack) to build aerobic fitness.
- Hike/jog over distance for stamina.
- Engage in cross training (mountain biking, weight lifting).

Finally, do job-specific tasks and training to become work hardened for the coming season. Wear work boots on extended hikes. Work with hand tools to prepare trunk and upper body muscles for prolonged work. Work hardening ensures that the hands, feet, muscles, tendons and ligaments used on the job are tough and ready to go.